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11 July 1968

MEMORANDUM FOR: Chief, Placement Division

FROM : Chief, CTP Personnel Branch

SUBJECT : Annual Report for Fiscal Year 1968

I. Current Status of Program

In marked contrast to the most recent FY's where all efforts were bent toward filling a large CT quota, the second half of FY '68 saw a severe cutback in the Program. The first effect was felt in January. The combination of ceiling restrictions and BALPA meant that what had been initially a cloud on the horizon in a formerly sunny sky, became as the second half of the year progressed, a threatening storm. Again we would like to point out the difficulties in attempting to adjust, sometimes on a day to day basis, a Program which is, or should be, geared to the long haul. The result has been that in the recent past we have been forced to take a number of marginally qualified applicants simply to fill quotas. Now the reverse is true. We are forced to turn away a number of well-qualified candidates, including some who are outstanding. The numbers of cancellations include 42 who were fully cleared and ready for EOD, and cancellation of 16 others who were within a week or less of full clearance.

In spite of substantial cutbacks, the workload of the Branch has remained high. While this may appear to be a paradox, it can be explained relatively simply. When large numbers are called for, selectivity is low, a high percentage of applicants are placed in process, and much of this workload is routine. When operating on a reduced scale, the selectivity level is high. As a consequence a great deal more time must be spent in the consideration of each applicant in an attempt to ensure that only the best are being chosen.

The trend toward selecting individual applicants against specific job requirements in the DDI and DDS has been a complicating factor in the selection process. This decision must now be made, in most cases, during the initial Headquarters interview. This approach is at cross purposes with the approach formerly used, whereby final decisions concerning a trainee's assignment were not made until

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after extensive appraisal of him and his training record had been made. In this connection it is now more than ever imperative that the recruiter ascertain the applicant's area of interest during the field interview.

A fortunate result, from our standpoint, of the overall cutback, has been a drastic reduction in the numbers of draft eligibles under active consideration. While the military programs have not been eliminated, we are considering only those draft eligibles whom we consider to be exceptional, and whose motivation toward long range Agency employment is, so far as we can determine, unquestioned. This, incidentally, may not be so much a new departure, as a reversion to the original concept of the military program.

II. Processing Problems

With only two major exceptions, processing of CT applicants proceeded smoothly through the reporting period. The problem areas are two in number, one old, the other new. The continuing problem concerns official notification of medical rejects. It still takes approximately five weeks after the applicant is examined before we receive official word that he has been turned down.

The new and more serious problem involves the suspension of field testing. At the current time no field testing is being carried out, although plans are being formulated to divide the eight hour test - the four hours involving the intellectual aspects to be given in the field, the remaining four hours concerning attitudes, interests and other aspects of personality to be given in Headquarters. This system would create a situation in which we would be interviewing applicants without benefit of critical personality information. We believe that chances of misjudgment as to suitability for Agency employment would be greatly increased.

We face an additional problem in the scheduling of applicant interviews. Half of an additional day of processing added to the three days we already require means, in effect, for most applicants a full four days, which in turn, for many, will make almost a week away from school or job. While it is easy enough to say that "if they're really interested they'll find the time to come" such is not always the case. Our experience has been that many sincerely motivated applicants have trouble coming in for three days, four days will make scheduling that much more difficult when we are again in an open hiring situation.

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III. Forecast for FY '69

All of the evidence is not yet in but the indications are that FY '69 will show a greatly reduced Career Training Program. In FY '67 and FY '68 CT requirements were [REDACTED] For FY '69 CT requirements will be between [REDACTED]. (The DDI requirements are to be between [REDACTED]) This rather drastic cutback is a consequence of such things as BALPA and personnel ceiling cuts as well as a general oversubscription for the DDP. In the DDS it is a consequence of the phasing out of the Support Generalist CT and the forementioned ceiling reductions. DDI requirements will be substantially the same for FY '69 as they have been in the past few years.

In FY '69 we anticipate significantly increased resignations, both voluntary and involuntary, as a result of sharply decreased CT requirements and consequent difficulty in effecting assignments as well as rather gloomy forecasts concerning overseas assignments. In the DDP, and to a lesser extent in the DDS, this situation is exacerbated by a general shortage of responsible, meaningful jobs for CTs. A CT faced with six months in a routine, make-work, situation before departing for his overseas assignment can endure. If the make-work situation is stretched to one and a half to two years before an overseas assignment can be expected it becomes unendurable.

The foregoing points up a very significant problem which is the inability of the Career Training Program to serve all masters. CTP has become many things to many people. To some, it is supposed to be a source of very highly qualified young professional officers (the "top 10% of college graduates" type of officer); to other Agency officials it is a personnel pool from which "crash" requirements of all kinds can be filled; to still others, the CT Program provides a way of rewarding a loyal employee who has done a "good" job especially in an overseas post; to others it is simply the source of all young officers regardless of the type of job to be filled.

Our previous difficulties (in FY '66) in increasing the size of the CT output to meet increasing demands and our present difficulty in adjusting to reduced requirements points up the necessity of a clarification of the purpose of the Program.

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Should the Program be designed to provide a relatively small but stable input of highly qualified young officers or should it be revised to provide essential training and orientation for all young professional employees? As it is now constituted the Program attempts to do both, often simultaneously. In aiming at a smaller number of more highly qualified officers we are not trying to establish an "elite" group. However, a program designed to attract and develop the most highly qualified CTs will not satisfy the requirement of providing all Agency professional employees.

Whichever alternative is chosen, the numbers of classes as well as the numbers of candidates should be fixed and at least relatively stable. It should be obvious by this time that a program with the built-in lead time of the Career Training Program cannot and should not be required to adjust to short term changes in requirements.

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